

Pybus Market: Summary of Project Comments

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The Pybus Market concept is a public market located at the foot of Orondo Street on the Wenatchee waterfront. The project concept is currently in a stage of refinement from the standpoint of management structure, capital cost estimates, and operations.

Numerous comments have been received by the City and the Port District over the past few months regarding the Pybus Market. These comments have been provided to us both in written and verbal form. City staff has convened numerous meetings with business leaders, special interest groups, and potential tenants to solicit information. Additionally, non-binding letters of intents have been submitted to the City providing valuable information related to the specific configuration of the facility. The following document provides an attempt to summarize the main themes of the comments received to date rather than duplication and specific quotes.

General Project

- This project would be a great addition to the waterfront
- The City needs a facility to capture additional visitors
- The Pybus Market would bring people to downtown
- The Pybus Market should not be publically owned. If it is viable, private enterprise should do the project
- Does this project compete with other rental space in town? Will it actually bring more people into town as intended?
- We love the Market concept. We need a hub like this.
- This City isn't large enough for a public market. The demographics of the City aren't right.
- Parking is not adequate as currently planned.
- Community events would flourish at the market.
- Provides a great link between farmers and the food bank.
- Serves the entire community
- This project is a poor use of public funds.
- The facility should serve local businesses.
- The Farmer's Market is an important asset and needs a permanent home.
- Why is the Port involved?
- The Pybus Market is exciting!

- Chelan County is vibrant and this facility fits the area especially along the Columbia River.
- The market will help grow economic vitality in the valley.
- The market supports commerce, entrepreneurship, and agriculture.
- The market is a great revitalization project just as the Pike Street Market did for Seattle.
- Residential units are needed to increase activity.
- The Pybus Market will help small businesses grow.
- This project is a great opportunity to upgrade the waterfront with minimal costs to citizens.
- A strong anchor tenant appears to be very important.
- This project provides a great opportunity for bringing in private development on adjoining properties.
- Getting the state LRF funds is huge
- Financial success is critical.
- The time is right, proceed with the project as it is a great fit for the waterfront.
- The time is not right with the current state of the economy.
- Utilization of a landmark building is a great idea.
- The Pybus Market would provide a huge asset for both local residents and tourists.
- The Pybus Market is not the appropriate location for the food bank distribution center. It needs to be maintained at the Community Center where it is close to the clientele served.
- Food distribution to food bank patrons of fresh produce should occur at the Pybus Market through use of electronic point of sale systems so that food bank patrons are not embarrassed or demoralized.
- Providing a year round market is needed to grow small farm businesses.
- The market will provide a culture of appreciation for local farmers and foods.
- The mix of vendors will provide a variety of good food.
- The market provides opportunity for distribution of food to low-income citizens.
- The market helps with the connection of farmers to the food bank.
- Small locally based business helps create a local economy that is more sustainable.
- This project needs to be transparent to the public.
- We support the project from a nutrition and health standpoint.
- Why is our City taking on more responsibility in light of the Town Toyota Center?
- This project provides a very similar experience to the very successful Bellingham Depot Market.
- Keep studying the financials.
- The City should be conservative in their estimates to ensure financial success.

- The project should be fully economically sustainable.
- Wenatchee is often bypassed by visitors destined for Chelan or Leavenworth. The Pybus Market will create a destination in Wenatchee.
- The location of the Pybus Market on the trail is perfect.
- The Pybus Market should be a bigger priority than other projects at this time.
- The market is badly needed to facilitate sale of value added fruit because money is not being made from fresh export.
- The market provides jobs.
- Keeps local farms successful in the community.
- City staff does not have the time or expertise to develop this project.
- The feasibility study needs refinement.
- The market needs to be profitable to the City in order to ensure no loss.
- Since vendors will be paying rent, this project seems less problematic than the events center.
- Culinary agri-tourism is one of the hottest trends now.
- In light of the Town Toyota Center and the Convention Center, there is no indication that either or both the City/Port can manage the Pybus site for profit.
- How will the adjoining privately owned and publicly owned properties compliment the facility? Good planning is necessary.
- The market provides immediate impetus for additional investment on the waterfront.
- Wenatchee is the center of NCW area and should not miss an opportunity to enhance the City.
- Consultants should not be trusted as they are good at spending other people's money and tell you what you want to hear.
- Adaptive re-use of the Pybus building is important.
- Can there be a greater partnership with the PUD?
- Restrooms are inadequate both interior and especially exterior.
- The developer is benefiting, they should contribute to the project financially.
- The boating opportunities should be expanded. There is great potential surrounding the docks. Fueling and sewer pumping stations should be provided.
- The Orondo gateway is critical to connecting downtown. Can anything be done about the train blocking the crossing?
- Access to the park is critical.
- Buildings between the Pybus building and the park will kill the project.
- Can this project be phased with the funds in hand to help initiated private development surrounding the site?

Management

- Broad based governance of a facility like the Pybus Market is critical.
- The City should not manage a facility like this.
- Can the PFD manage this facility for efficiency?
- A strong leader of this facility is critical to implement tenant mix, leases, and marketing.
- Manager needs to be nurturing and caring of tenants as they are new businesses.
- Tenant mix is critical, gather information from other markets.
- Establish and follow clear rules and policies for operation. Strong management principles are needed.
- Management must be inclusive of community.
- Management must have a profit goal.
- Should support small businesses to ensure incubator success.
- The concept for the public market is broader than a farmer's market.
- Wenatchee Valley Farmer's Market desires to keep autonomy.
- Market needs to be managed as a quality place for business, not a flea market.
- Sustainability from economic, social, and environmental view points is key.
- A Public Development Authority is a good model (like Pike Place Market).
- Management can be accomplished through non profits, a Public Development Authority, Public Facilities District, Community Facilities District, Cooperative, Private contractor, or the City.
- The Farmer's Market Association provide rules to follow that should be implemented for the entire project.
- An oversight committee is needed.
- Management of a joint use kitchen facility is difficult from a health code standpoint.
- Management of a kitchen could be done by a non-profit.

Capital Cost

- The capital estimates provided in the feasibility study are light.
- Lots of light and windows are critical. The Farmer's Market should be in an open air atmosphere.
- Remodeling old buildings introduces the potential for many unknown costs. The project capital estimates are likely light.
- Parking is not adequate.
- Food Bank storage requirements need to be determined.
- Cold storage and freezer space is needed.

- Kitchen facilities are costly.
- Building Tenant Improvements costs for the anchor will be very high.
- More assumptions are needed to validate capital costs.
- Increasing the investment level in the building will drive higher rents and reduce new business tenant improvement costs.
- Ensure that adequate electrical is provided interior and exterior.
- Access to outdoors is desired. Garage doors are needed.
- Utilities including water, sewer, fiber, power, and gas are needed.
- Three phase power is needed for the anchor.
- Wireless is needed.
- Vetting of the capital costs is needed.

Operations (Revenue and Expenses)

- The financial feasibility study under estimated operating expenses significantly.
- Residential units in the building could help with revenues.
- Vendors should pay a greater portion of the operating costs since they are not paying Triple Net.
- Marketing is key and will cost more.
- The market manager must be very talented in areas of leasing, marketing, people management, event planning, etc. Management costs will be significantly higher.
- The anchor tenant rents projected in the study are too high.
- The key to success is foot traffic. How many people will come to the facility to shop? Percentage rents are necessary.
- O&M estimates for items such as garbage are significantly under estimated.
- This building will be heavily used and the wear and tare will show. High building replacement and maintenance costs should be expected.
- Special community events such as a fishing derbies, bike rides, celebrations, etc. are critical to generating foot traffic and day stall rentals.
- Rents for a facility like this are typically charged based on tenant margins.
- Outside vendors should pay higher rents as their facility operating costs are less.
- Will there be food courts in the common area? These are very expensive to operate.
- Anchor tenants typically pay less in a mall environment.
- Number of visitors and sales per visitor need to be estimated.
- Parking is the key to supporting number of visitors.
- Seasonality needs to be addressed.

- Market should break even at 75% occupancy.
- Utilize electronic point of sale systems to manage and record gross sales which may be the basis for rents.
- Better assumptions are needed for a baseline.